

# STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

## **Diversity Plan's Relationship to Affirmative Action**

Each department will submit by July 31<sup>st</sup> an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

## **Diversity Plan Content and Design**

*(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)*

### **I. Hiring and Promotion Practices**

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

**AGENCY ACTION:** If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

## II. Recruitment and Retention Plan

**AGENCY ACTION:** Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

### Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

### Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

### Organizational Strategy

*Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:*

The Iowa Department of Elder Affairs represents over 560,000 Iowans over the age of 60. Age is a protected class. IDEA embraces opportunities to better understand concepts related to discrimination of all types including race, creed, color, religion, political affiliation, national origin, gender, age, disability and sexual orientation.

*The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:*

FY 2008 Identify methods of increasing diversity

FY 2009 Implementing various methods of increasing diversity and awareness of diversity with our staff.

*Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:*

FY 2008 As needed

FY 2009 As needed

*The name and contact information of a primary recruitment contact for usage by DAS is:*

Vivone Abdel-Razeq, Human Resource Associate, 725-3338.

### **Analysis of Factors Affecting Recruitment**

*Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):*

3 positions

*Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:*

NA

*Of the total number of positions to be filled, the following job classes have been identified as high turnover:*

Human Resource Associate

*Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:*

In ability to locate individuals with the appropriate knowledge and experience in Human Resources.

*Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:*

Persons With Disabilities.

*List the barriers that have been identified in recruitment of the protected classes:*

Person With Disabilities may not declare or identify themselves as being disabled even after hiring.

*The following methods and activities are planned to deal with recruitment barriers in FY 2009:*

We will continue to work with DAS-HRE and Voc Rehab to identify a potential pool of employees with disabilities.

## **Sourcing Activities and Tools**

*In FY 2008 we attended the following career fairs, networking events, and community events:*

In 2008 we participated in:

1. Iowa Juneteenth Observance
2. Human Rights Day
3. The Iowa Mosaic Diversity Conference/Institute
4. Des Moines Civil & Human Rights Symposium
5. Governor's Conference on Aging & Elder Abuse Conference
6. Held two day DEA staff Retreat with Tero International, Inc. "Making a Difference"
7. Booth at the 2007 Iowa State Fair
8. Prepared report of Iowa minority group's observance/celebrations/festivals
9. Attend Diversity Council Meetings
10. Share information about various Cultural Events across the State of Iowa
11. Present and Display at Senior Fairs and other community events targeting Older Iowans.
12. Undertake Special Initiatives to reach and serve Iowa's Minority Elders
13. Create new Display Banners

*In FY 2009, we plan to attend the following career fairs, networking events, and community events:*

1. Iowa State Fair
2. Iowa Juneteenth Observance
3. Human Rights Day
4. The Iowa Mosaic Diversity Conference/Institute
5. Des Moines Civil & Human Rights Symposium
6. Governor's Conference on Aging
7. Commission on the Status of Women's events
8. Iowa Workforce Development's Career Fairs
9. Develop a partnership with Voc Rehab on recruitment
10. Attendance of Diversity Training by all staff members
11. Participate and display at Senior Fairs, Conferences and other community events targeting Older Iowans and Adults with Disabilities.
12. Continue to attend Diversity Council Meetings

13. Continue to share information about various Cultural Events across the State of Iowa
14. Undertake Special Initiatives to reach and serve Iowa's Minority Elders

We are also an advocacy as well as an administrative entity for the rights and issues of the elderly, low income, disabled, minorities and rural citizens of the State of Iowa.

*Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:*

<b>Tool</b>	<b>FY 2008</b>	<b>Budget Est.</b>	<b>FY 2009</b>	<b>Budget Est.</b>
<b>Internet Job Postings</b>	Yes	\$0.00	Yes	\$0.00
<b>Resume Search Products</b>	No	NA	No	NA
<b>Standard News Print</b>	Yes	\$1,338	Yes	\$1,500
<b>Specialty Trade Journals</b>	No	NA	No	NA
<b>Radio</b>	No	NA	No	NA
<b>TV</b>	No	NA	No	NA
<b>Open House</b>	No	NA	No	NA
<b>Search Firms</b>	No	NA	No	NA
<b>Temporary Staffing</b>	Yes	??	Yes	??

*Other (please list):*

NA

*Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:*

The Des Moines Register

## **Other Recruitment Management Methods**

*In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):*

Word of mouth encouragement of potential applicants.

*Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:*

We have our own Student Intern Program that we coordinate with DAS and we also have information on our Website and DAS's Website.

*Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:*

We have on rare occasions used temporary employment services to fill a vacancy for a short transitional period for a few months.

*Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:*

We keep a file of all State Employees that have requested a Transfer to our Department, we have not received other unsolicited resumes.

## **Milestones and Timetables**

*Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:*

Continue to work with DAS and Voc Rehab on how to better recruit Person With Disabilities.

*For FY 2009, provide a timetable for those activities you plan to implement:*

Set up a meeting with Voc Rehab within 1 month.

## Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
  - Turnover
  - Promotions
  - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

### Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

#### Turnover

*From a retention perspective, the following job classes present the greatest challenge:*

Human Resource Associate

*List the issues you have identified that contribute to the turnover in these classes:*

Lack of knowledge and training from DAS.

*Check the methods you use to identify turnover factors (check all that apply):*

☒ Exit interviews

*Describe how these are conducted:*

Exit Interviews are held with the Human Resource Associate and information is forwarded to the exiting employee's Direct Supervisor and our Director.

☐ Workforce surveys (employee engagement, satisfaction)

*Describe how these are conducted:*

Such surveys have been conducted on an infrequent basis, twice through an outside entity and once internally in the last three years.

☒ Management team meetings/exercises

*Describe how these are conducted:*

Weekly Extended Management Team meetings.

☒ *Other methods (please describe):*

Department of Management conducted an audit of the department where a written survey of all employees was conducted, face to face interviews were done and a report was issued about Elder Affairs' Processes and Procedures.

## **Promotions**

*Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:*

Adequate authorized FTEs is a bigger issue than the lacking or missing of skills, etc. at our department.

*Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:*

It is not possible to predict this, because there are too many variables and relatively infrequent vacancies at our small department.

*Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :*

The barriers are not only those listed in your question, but instead also the State's and Union's imposed barriers to reward highly effective productive employees and promotions based on a planned approach to "succession".

*Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):*

We don't perceive a difference in the barriers due to one's protected class status.



## Employee Engagement

*Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:*

On an irregular basis DEA has had employee surveys regarding employee views on operations, etc. The last two occurred, one in July of 2007 - via Tero International, and the DOM Performance Audit in late 2007.

*Identify what topics you address:*

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☒ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☐ *Work/life balance*
- ☒ *Other – Clarity of mission, priorities, etc. within the department.*

*Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:*

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

*Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:*

Weekly Extended Management and Monthly Department Staff, Division and Unit Meetings and daily email communication as needed to and between all staff members of the department.

*Describe any changes you plan to make around employee engagement in FY 2009:*

Monthly Staff Meetings and Emergency Updates as needed.

## Plans to Improve – FY 2009

*Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:*

☒ *Orientation and On-boarding:*

In addition to the "New Hire Orientation" with DAS-HRE, new employees are orientated by the HRA and their Direct Supervisor during their first week of employment.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Staff is encouraged to attend DAS-PDS classes as well as other technical knowledge courses deemed necessary in the performance of their duties.

☒ *Workplace accessibility (visual, physical):*

Based on the interest of the Department and the nature of the work involved, telecommuting may be allowed.

☒ *Mentoring:*

We currently do not have a formal mentoring program. Direct Supervisors act as coaches to their subordinates.

☒ *Awards and Recognition:*

Length of Service awards are given to recipients during All Staff Meetings. Staff is also encouraged to recognize others for any extraordinary duties or work that has been done. The Golden Dome Award nominations are submitted. Individual awards received are recognized and acknowledged by the department's management and staff. At monthly staff meetings employees can recognize one another for good work, etc.

Retirement Receptions, Resignation Good-Byes, Birthday Acknowledgements, Baby Showers etc. are held at staff meetings, during lunch or after work hours, to acknowledge various life milestones.

### III. Diversity Training

**AGENCY ACTION:** Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Two of the four supervisors took the initial diversity training session offered by DAS/HRE.

Provide information about diversity-related training planned for FY 2009 in the text box.

Staff will be required to attend the diversity training held by DAS. Monthly discussions will be held during All Staff Meetings of any concerns or ideas related to Diversity.

**Note:** Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

## IV. Workforce Composition and Hiring Opportunities

**AGENCY ACTION:** The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

## V. Efforts of the Agency to Encourage and Celebrate Diversity

**AGENCY ACTION:** Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

*Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.*

We review and evaluate our quarterly Progress Towards Affirmative Action Goals Reports when determining the progress towards our hiring goals.

*Describe how your managers and supervisors will be involved in diversity.*

Managers and Supervisors will monitor various diversity activity opportunities for the Department and its Staff to be involved in.

*Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.*

We have supported the Iowa Juneteenth Observance efforts in Iowa for several years - we plan to expand our support to other ethnic and minority group celebrations, festivals etc.